

Executive Committee Minutes



The Executive Committee met at 13:00 – 18:00 hours on Friday 9 May and 09:00 – 15:00 Saturday 10 May 2014 in the Grand Harbour De Vere Hotel, Southampton, UK

1. Opening of the Meeting	1	5. Reports / Information	5
2. Future ISAF Meetings	2	6. Any Other Business	7
3. General Business	2		
4. Future Strategy	5		

Present:

Carlo Croce – President
George Andreadis- Vice-President
Chris Atkins - Vice-President (Saturday Only)
Adrienne Greenwood - Vice-President
Nazli Imre- Vice President
Gary Jobson- Vice-President
Quanhai Li - Vice-President
W. Scott Perry – Vice-President
Jerome Pels – Chief Executive Officer

In attendance:

Philip Tolhurst, Chairman Constitution Committee (Item 3(g)(h)(j))
John Craig – Head of Sailing World (Item 4(b))
Pablo Masseroni – Chairman Events Committee (Item 4(b))
Helen Fry - Head of Administration

Apologies:

HM King Constantine - President of Honour

Friday 9 May

1. Opening of the Meeting

(a) Communication from the President

The President welcomed everyone to Southampton, UK and gave a brief report on his activities since the last meeting. Good progress has been made with the ISAF Sailing World Cup Grand Final and with obtaining sponsorship. ISAF will continue to work on these two matters and must now, in addition, focus on good communication.

A meeting had been held with the Carlos Nuzman (President of Rio 2016), Agberto Guimarões (Rio 2016 Executive Director of Sport) and Marco Aurelio (President of CBVELA) where the President reaffirmed the clear decision that had been taken by the ISAF Council on the Events and Equipment for the 2016 Olympic Sailing Competition. The IOC has clearly indicated that the review of the number of events / medals for each sport had been concluded and the President emphasized that he must follow and implement the clear decisions of the ISAF Council.

(b) Minutes

The minutes of the Executive Committee meeting of 10, 11 and 12 February 2014 (circulated and approved after the meeting) was noted.

(c) Minutes Matters Arising

It was noted that the consultation process has yet to be actioned with regard to Item 3(b)(xv) - Africa.

Decision

As Africa is part of Nazli Imre geographical responsibility, Nazi Imre agreed to start the consultation process.

2. Future ISAF Meetings

- (a) 2014 September Executive – 6-8 September, New York, USA
- (b) 2014 Annual Conference – 1-8 November, Palma
- (c) 2015 February Executive – Friday 13, Saturday 14 and Sunday 15, Morocco
- (d) 2015 Mid-Year meetings – Thursday 7 Equipment, Friday 8 Events and Executive, Saturday 9 Executive, Sunday 10 Executive, Muiden, Netherlands (subject to site visit and contract)
- (e) 2015 September Executive – Sunday 13 and Monday 14, New Forest, UK
- (f) 2015 Annual Conference – 7-14 November, Sanya, China (subject to contract)
- (g) 2016 February Executive – Friday 12, Saturday 13 and Sunday 14, New Forest, UK
- (h) 2016 September Executive – Sunday 11 and Monday 12, Athens, Greece
- (i) 2016 Annual Conference – (dates tbc) Abu Dhabi, UAE (subject to site visit and contract)

3. General Business

Finance

- (a) Management Accounts for the 1st Quarter 2014

The CEO presented the Management Accounts for 1 January to 31 March 2014.

- (b) The Consolidated Statutory Accounts 1 January 2013 to 31 December 2013.

Scott Perry and the CEO presented the audited Consolidated Statutory Accounts for the International Sailing Federation (IOM) Ltd (company number 79772C) for the year ended 31 December 2013. Jan Dawson, Chair of the Audit Committee confirmed that following a full review by the Audit Committee, and teleconference with the appointed company auditors, haysmacintyre, she recommended approval of the amended accounts by the Company Directors.

Decision

1. **The Directors are authorised to sign the letter of representation.**
2. **The Consolidated Statutory Accounts were approved.**

- (c) Budget 2014

The amended budget was received.

Decision

The Income from Special Events and Approval Fees was increased to £250,000.

The expenditure on the ISAF Sailing World Cup / Marketing was increased to £150,000.

The expenditure on marketing/media and Awards presentations was increased to £80,000.

The expenditure on salaries was increased to £945,000.

Executive Committee Minutes (Cont'd)

- (d) ISAF Debtors

The list of ISAF debtors was noted.

Decision

The Executive Committee recommends that ISAF opens up a PayPal account in order to help transfer of MNA monies to ISAF easier.

- (e) Quarterly Report on the Isle of Man Trust

An update on the Isle of Man Trust was given by Scott Perry.

Decision

Scott Perry and the CEO will meet with the Trustees in the Isle of Man.

- (f) ISAF Deposits

An update on the ISAF Deposits was given by Scott Perry.

Decision

Scott Perry and the CEO will meet with ISAF's bank in the Isle of Man and EPOCH in London to discuss the bank deposits.

Governance

- (g) Draft Annual Report

The Draft Annual Report was noted and it was asked that any comments be given to the CEO.

- (h) Draft paper on Vice-President Elections

A draft paper for a proposed submission on the Vice-President Election process was received. The aim of the paper is to introduce a simpler and more straight-forward process for electing Vice-Presidents that preserves the current gender requirement and ensures a good continental spread of Vice-Presidents.

Decision

On a proposal by Gary Jobson, seconded by Chris Atkins the paper was approved (Appendix 1) (1 reject, 0 abstain, 7 approve)

- (i) Submission Process

The Chairman of the Constitution Committee reported that he was working on a discussion paper to make the submission process easier and if approved by the Executive it would lead to a submission for the November 2014 Annual Conference.

- (j) ISAF Subscriptions

As a result of the merger with IFDS, MNAs will from November 2014 pay just a single subscription to ISAF to cover all forms of sailing. ISAF will then fund IFDS to at least the level of its current subscription revenue. The merger submission approved in November 2013 stated that there would be a subscription review as part of the detailed merger decisions.

The current allocation of MNAs to subscription categories does not appear to be fair. Category 1 rate of £64 is both very low in comparison to other sailing organisations and International Federations. A past initiative to reduce subscription rates was not fully implemented across all categories and it is noted that the more sailing that takes place in a country, the greater the use of ISAF Services.

Decision

Appendix 2 of these minutes is the full review of ISAF's subscription categories and rates and starts a consultation period so that the fairness of the bands can be evaluated before a final proposal is made to Council in November 2014.

- (k) ISAF Affiliate Continental Federations

The Executive Committee wants to strengthen the relationship between ISAF and the Affiliate Continental Federations.

Decision

After the discussion at the Executive Committee, Adrienne Greenwood will finalize a paper to be distributed to the Executive Committee by the end of June.

Events

- (l) ISAF Sailing World Championships 2018

The Chairman of the Evaluation Panel formally thanked the panel members and the bid cities and presented a detailed report to the Executive Committee.

Decision

The Executive Committee unanimously endorsed the recommendation of the Panel to award the ISAF Sailing World Championships 2018 to the city of Aarhus, Denmark.

- (m) ISAF Sailing World Championships 2014, Santander

- i) Progress Report

A progress report was given by Scott Perry and the Executive Committee expressed concern about the financial and management side of the Organizing Authority but noted that ISAF is working with them closely to ensure the Championships success.

- ii) Broadcasting

Gary Jobson and Sunset Vine are having a meeting in Madrid on 20 May with Real Federacion Espanola de Vela and Telefonica.

- (n) 2016 Olympic Sailing Competition

Pollution in Guanabara Bay is still of major concern; the Brazilian and Rio authorities have plans in place to improve the water quality in time for the Rio 2016 Olympic Games however these plans have to be closely monitored by ISAF and the IOC. A new plan for the redevelopment of the Marina da Gloria is being reviewed by the Rio 2016 and it is hope that work will begin on 1 September 2014.

The Aquece Rio - International Sailing Regatta 2014 will be held from 2-9 August and will be the first test event of any sport for the Rio 2016 Olympic Games. Over 250 entries from 34 nations have been received which will give ISAF, Rio 2016 and the CB Vela the opportunity to properly test the Field of Play, race management, officials and the venue.

- (o) 2014 Youth Olympic Games, Nanjing

Nazli Imre gave an update on the 2014 Nanjing Youth Olympic Games. It was noted that all of the qualification events had been completed and that there would be good representation from all continents in the sailing events in Nanjing. The Host Nation missed the opportunity to directly qualify and ISAF has received a request to see whether the Host Nation can have at least one entry in one of the four sailing events.

Executive Committee Minutes (Cont'd)

There will be a small but essential test event at the sailing venue, Lake Jinniu, from 20-22 June that would give ISAF and the Nanjing organizers the chance to properly prepare for the Youth Olympic Games.

- (p) 2018 Youth Olympic Games, Buenos Aires

The 2018 Buenos Aires Youth Olympic Games will give ISAF a great opportunity to showcase sailing. Buenos Aires is a great sailing venue with many high level regattas taking place every year. It is essential that ISAF makes decisions on the age group, events and equipment as soon after the 2014 Nanjing Youth Olympic Games as possible. It is also important for ISAF to support the manufacturers who supply the equipment for the Youth Olympic Games.

4. Future Strategy

- (a) 35th America's Cup

A verbal update was given by Gary Jobson and the President.

- (b) ISAF Sailing World Cup 2014

The ISAF Head of Sailing World Cup gave a presentation on the ISAF Sailing World Cup Grand Final 2014.

- (c) Sponsorship

Good progress has been made by ISAF in the area of sponsorship with a number of leads being followed.

5. Reports / Information

- (a) Vice-President's Reports

To receive reports from the Vice-Presidents on items not covered on this agenda.

- i) Selection of Olympic Race Officials

A paper on the process for appointment of officials to the Olympic Games was circulated.

Decision

The amendment to the procedure document for appointment of officials to the Olympic Games was approved and it was noted that this procedure means that the Executive Committee would be given the opportunity to review and comment on the proposed decision of the EAWP before the decision is published.

- ii) ISAF Yachting World Championship

A paper was received outlining a proposal for an ISAF Yachting World Championship event structure. Further discussion with all stakeholders will need to take place.

- iii) Women's Forum Vice-Chair position

It was noted that no-one had put themselves forward for the position of Women's Forum Vice-Chair within the set timescales and a request had been made from the Chair if a further approach could be made to find a Vice-Chair.

Decision

The Executive Committee felt the Women's Forum had had their opportunity to appoint a Vice-Chair and that a further approach should not be made at this stage.

iv) Women's International Match Racing Association (WIMRA)

WIMRA requested the same reduced sanction fee as in 2013 in order to support Women's Match Racing and to encourage the growth in this discipline of the sport as per Regulation 25.12.2. ISAF requested further financial information to enable the Executive Committee to fully review this request.

Decision

WIMRA is funding the series through one individual's charity and WIMRA itself is a not-for-profit organization. Based on this, and the level of prize money involved, the Executive Committee agreed a single payment sanction fee for this year covering the events and the series ISAF will continue to require the normal payment of umpire fees as per the Regulations.

(b) CEO's Report

i) IFDS

Work on the merger was progressing and ISAF has recently received a paper from IFDS which will be reviewed.

ii) Star Sailors League

The Star Sailors League has requested a Fee Reduction for their second SSL event in the Bahamas as per Regulation 25.12.2.

Decision

The request, which did not include any particular reasons, has to be declined as giving exemptions is not permitted under Regulation 25.12.2(b) which says that "ISAF shall require such a fee" and then defines the fee to be 10% of total prize money.

The Executive Committee does not approve a fee reduction for 2014.

iii) Offshore Personal Safety Workshop

A short report on the recent Offshore Personal Safety Workshop was given by the CEO.

iv) ISAF Office, Lausanne

The CEO reported that ISAF would have a small office in the Maison du Sport, Lausanne, Switzerland from 1 June 2014 in addition to the main office in Southampton, UK.

v) Fédération Française de Voile / Kiteboarding

The CEO outlined the recent ruling over Kiteboarding and the FFV by the Conseil d'Etat based on the fact that Kiteboarding events were taking place in France in 2012 and 2013 organized by the French Free-Flight Federation.

Decision

The Executive Committee strongly supports the Fédération Française de Voile and our MNAs to be the governing body for Kiteboarding in their country. The Fédération Française de Voile is the only Member National Authority recognized by ISAF in France for the sport of sailing. The

Executive Committee Minutes (Cont'd)

International Kiteboarding Association is not an ISAF recognized MNA but an International Class Association and therefore doesn't have any voting rights for the major decisions unlike the Fédération Française de Voile. Incorporation of Kiteboarding at the highest level of competition and potentially at the Olympic programme requires decisions taken only by MNAs within ISAF. All International Kiteboarding Competitions taking place in France (sanctioned by ISAF) and selection of French Kiteboarders for International Kiteboarding Competitions require the approval of the Fédération Française de Voile.

vi) Secretariat

The CEO gave a verbal update on the Secretariat.

6. Any Other Business

There was no other business, the meeting closed at 1500hrs.

Executive Committee Minutes (Cont'd)

APPENDIX 1

Draft Submission on Vice-President Election Process

Purpose or Objective

To introduce a simpler and more straight-forward process for electing Vice-Presidents that preserves the current gender requirement and ensures a good continental spread of Vice-Presidents.

Proposal

Delete current regulation 4.3 and replace it with the following;

4.3 Election for Vice-Presidents

- (a) There shall be seven Vice-Presidents on the Executive. Unless the list of candidates standing for election does not so permit, the Executive shall include Vice-Presidents from at least five Continents, and at least two of each gender.
 - (i) If the candidates come from fewer than five Continents, then at least one Vice-President from each Continent shall be elected.
 - (ii) If there are fewer than two candidates of one gender, the number of Vice-Presidents of the other gender shall be increased accordingly.
- (b) The ballot paper for the election of Vice-Presidents shall list all candidates, grouped by Continent, and shall identify male and female candidates.
- (c) Members of the General Assembly shall vote for their preferred seven candidates.
 - (i) To be valid, a ballot paper shall vote for a complete set of seven Vice-Presidents that complies with 4.3(a). It shall have seven votes, it shall include votes for candidates from at least five Continents, and for at least two candidates of each gender. This requirement will be varied if 4.3(a)(i) or (ii) above applies.
- (d) Counting the votes:
 - (i) From within each Continent's candidates, the candidate receiving most votes shall be elected as a Vice-President. However if there are candidates from all six Continents, only the five of the above six candidates with the most votes shall be elected.
 - (ii) The remaining Vice-Presidents shall be elected on the basis of total votes received. However, if necessary to secure two Vice-Presidents of a particular gender, the final one (or two) elections shall be restricted to candidates of that gender.
- (e) Breaking Ties:
 - (i) When there is a tie that needs to be broken, a separate run-off ballot shall be held between the tied candidates to break it. When a tie involves more than two candidates, and a run-off ballot only partially breaks that tie, another run-off ballot shall be held between those who are still tied.
 - (ii) When all candidates remain tied after a run-off ballot, a toss of a coin (or other game of chance) shall be used to break the tie.

Executive Committee Minutes (Cont'd)

Reasons

1. The current system is complex and open to manipulation and chance, and does not guarantee a globally-balanced Executive.
2. The proposed system is simpler yet flexible, allowing every MNA delegate simply to vote in a single ballot for his or her preferred set of seven Vice-Presidents that reflect the required gender and global balance, and those candidates with the most votes are elected subject to achieving a balanced Executive.
3. The current Executive has good continental balance. The proposed system ensures this continental balance will be reflected in any future Executive, without moving to an Executive made up of "continental representatives". Every MNA delegate to the General Assembly is required to vote for candidates from other continents apart from his or her own.
4. The current requirement for at least two female vice-Presidents is retained but generalised to be "at least two from each gender".

Note: The current geographic split of MNAs by continent is:

Africa: 21 countries (ISAF Group Q);

Asia: 27 (ISAF Groups I, J, K, and Kazakhstan & Kyrgyzstan from Group H);

Europe: 49 (ISAF Groups A, B, C, D, E, F, G, and H excluding Kazakhstan & Kyrgyzstan);

Oceania: 9 (ISAF Group L);

North America & Caribbean Islands: 18 (ISAF Group P & Island MNAs from Group O)

South & Central America: 14 (ISAF Groups M, N, & Mainland MNAs from Group O).

Example Ballot Paper

The ballot paper for the Vice-President election in 2012, using this system would have been:

=====

ISAF Vice-President Election Ballot Paper

Validity: Your ballot will be considered invalid and NOT counted if it does not meet the following conditions:

1. You must vote for exactly seven (7) candidates (mark X in the box against your 7 preferences).
2. You must vote for at least two (2) candidates of each gender.
3. You must vote for at least one (1) candidate from a minimum of five (5) continents.

NOTE: Points 2 & 3 above would be confirmed or adjusted in accordance with Regulation 4.3(c)(i) once the list of Vice-Presidential candidates is known. For example if there are VP candidates from only 5 or fewer continents, point no. 3 would read "You must vote for at least one VP candidate from each continent".

	MEN		WOMEN	
Asia	Quanghai Li	<input type="checkbox"/>		
Europe	George Andreadis	<input type="checkbox"/>	Marcelien Bos de Koning	<input type="checkbox"/>
	Chris Atkins	<input type="checkbox"/>	Nazli Imre	<input type="checkbox"/>
	Nuno G Henriques	<input type="checkbox"/>		
	Oleg Ilyin	<input type="checkbox"/>		
	Jose Leandro	<input type="checkbox"/>		
	Alberto Predieri	<input type="checkbox"/>		
	Gerardo Sieliger	<input type="checkbox"/>		
	Riccardo Simoneschi	<input type="checkbox"/>		

Executive Committee Minutes (Cont'd)

APPENDIX 2

Review of ISAF's Subscription Categories and Rates A Draft Document for Consultation with Regional Representatives Prior to Consideration by Council in November 2014

Current Subscription Categories

1. Subscription payments are governed by Article 10.
2. ISAF currently has 6 subscription categories for 139 Full Members (MNAs) and also has fixed fees for other memberships (Table 1).

Table 1 – Current Subscription Categories / Rates

MNA Subscription Category	Current # of Full Members	Current Subscription
MNA Category 1	87	£64
MNA Category 2	16	£697
MNA Category 3	15	£1,323
MNA Category 4	11	£6,023
MNA Category 5	8	£12,045
MNA Category 6	2	£15,057
Total MNA Subscriptions	139	£229,292
Other Members	Number	
Affiliate Members	6	£200
Affiliate Continental Members	5	£191
Associate Members	1	£30
ISAF Classes	113	£191
Rating Systems	3	£191
Total Other Member Subscriptions		£24,341
Total Subscription Revenue		£253,633

3. MNAs are allocated to categories at time of approval of membership by Council in accordance with the recommendation of the Constitution Committee.
4. Currently subscriptions are increased by 5% every two years in accordance with a decision by Council in 1998 (Council Minute Item 3(a)).

Reasons for Review

1. As a result of the merger with IFDS, MNAs will from November 2014 pay just a single subscription to ISAF to cover all forms of sailing, including disabled. ISAF will then fund IFDS to at least the level of its current subscription revenue. The merger submission approved in November 2013 therefore stated that there would be a subscription review as part of the detailed merger decisions.
2. The current allocation of MNAs to subscription categories does not appear to be fair, which is presumably the reason for having different categories. If ISAF is to maintain different

Executive Committee Minutes (Cont'd)

categories, there needs to be a process of periodically reviewing and amending MNA subscription categories and rates to ensure they remain fair and equitable.

3. Category 1 rate of £64 is both very low in comparison to other sailing organisations and International Federations, and is the rate for more than half the total number of MNAs (87 = 62.5%). Many of these have wealth and sailing activity that meet the criteria of a different category.
4. A past initiative to reduce subscription rates was not fully implemented across all categories resulting in the evident low levels of rates in categories 1 to 3 in comparison to categories 4 to 6.
5. The more sailing that takes place in a country, the greater the use of ISAF services:
 - MNA guidance and support;
 - Race Official training and development;
 - Racing Rules of Sailing and supporting services;
 - Dispute arbitration;
 - Regatta co-ordination and promotion through the web-site;
 - Equipment control and certification processes;
 - Training and Development opportunities.

Proposed Changes

6. The proposed changes to subscription rates establish a fair and equitable system and also to generate additional funds (approximately £75,000) which would allow ISAF:
 - (a) to maintain and expand development programmes such as Connect to Sailing and the Athletes Participation Programme / Emerging Nations Programme which are fundamental to increasing sailing activity especially in Category 1 – 3 MNAs;
 - (b) to fund the IFDS to the level of its previous subscription levels in accordance with the terms of the merger.

Consequently the proposals detailed below reflect adjustments to the six subscription categories and the re-allocation of MNAs to categories using indicative measures such as size of MNA, number of clubs, number of events, number of sailors competing at ISAF events, number of Race Officials and attendees at ISAF Conference. The economic wealth and size of the country is also taken into account.

7. Changes are also included in the proposal to the rates for other membership subscriptions:
 - Affiliate Continental Member
 - Affiliate Member
 - ISAF Class Associations
 - International Rating Systems
8. If approved, it is recommended that the ISAF Secretariat now only review subscription rates every four years (in the 2nd year following the Olympics), and at the same time review and propose any changes to the MNAs in each subscription category.
9. Proposed New Subscription Categories Effective 2015 – 2018 (Table 2)

Table 2

Subscription Category	Proposed Subscription	Proposed Revision of Full Members to Each Category (See Tables Below)
(New) MNA Entry Category	£100	23
MNA Category 1 (Base Category)	£300	42
MNA Category 2	£750	36
MNA Category 3	£1,800	13
MNA Category 4	£6,300	13
MNA Category 5	£12,600	10
MNA Category 6	£15,600	2
Total MNA Subscriptions	£304,400	139
Other Members		
Affiliate Members	£200	6
Affiliate Continental Members	£200	5
Associate Members	£100	1
ISAF Classes	£200	113
Rating Systems	£200	3
Total Other Member Subscriptions	£25,500	
Total New Subscription Revenue	£329,900	

- (a) New “Entry” Level Subscription - £100

“Entry” level for new MNAs from time of joining until the first four yearly review; and also for MNAs where:

- (i) sailing activity is very low; and
- (ii) there is no Olympic or ISAF Youth Worlds participation; and
- (iii) the Category 1 subscription rate would be an inappropriate financial challenge.

This subscription would not be subject to the four yearly increase.

- (b) Category 1 (Base Category) - £300

The normal category for MNAs of small countries or those with little sailing activity.

- (c) Category 2 - £750 (Base x 2.5)

- (d) Category 3 - £1,800 (Base x 6)

Categories 2 and 3 are for small countries with traditional sailing focus and for large countries with limited sailing activity

- (e) Category 4 - £6,300 (Base x 21)

Category 4 is for small to medium countries with strong sailing focus, and for large countries with average sailing activity.

- (f) Category 5 - £12,600 (Base x 42)

- (g) Category 6 - £15,600 (Base x 52)

Executive Committee Minutes (Cont'd)

Categories 5 and 6 are for countries with traditional, strong sailing activity.

(h) Affiliate Members and Affiliate Continental Members - £200

(i) Associate Members - £100

The same as "Entry" Level subscription

(j) ISAF Class Associations / ISAF Rating Systems - £200

The same rate as Affiliate Members

10. Proposed Allocation of MNAs to Subscription Categories

The tables below are the initial proposals for the re-allocation of MNAs to categories.

New "Entry" Category (23 MNAs)

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
ANT	Antigua	1	Entry	-1
ARM	Armenia	1	Entry	-1
ASA	Am. Samoa	1	Entry	-1
BIZ	Belize	1	Entry	-1
BOT	Botswana	1	Entry	-1
DJI	Djibouti	1	Entry	-1
FIJ	Fiji	1	Entry	-1
GRN	Grenada	1	Entry	-1
GUA	Guam	1	Entry	-1
KOS	Kosova	1	Entry	-1
MAD	Madagascar	1	Entry	-1
MNE	Montenegro	1	Entry	-1
NAM	Namibia	1	Entry	-1
PAN	Panama	1	Entry	-1
PLE	Palestine	1	Entry	-1
SAM	Samoa	1	Entry	-1
SEN	Senegal	1	Entry	-1
SKN	St Kitts & Nevis		Entry	
SUD	Sudan	1	Entry	-1
TAH	Tahiti	1	Entry	-1
UGA	Uganda	1	Entry	-1
VAN	Vanuatu	1	Entry	-1
ZIM	Zimbabwe	1	Entry	-1

Executive Committee Minutes (Cont'd)

New Category 1 (42 MNAs) - £300

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
AHO	Neth. Antilles	1	1	0
AND	Andorra	1	1	0
ARU	Aruba	1	1	0
AZE	Azerbaijan	1	1	0
BAR	Barbados	1	1	0
CAY	Cayman Is.	1	1	0
COK	Cook Is.	1	1	0
CUB	Cuba	1	1	0
ECU	Ecuador	1	1	0
ESA	El Salvador	1	1	0
EST	Estonia	1	1	0
GEO	Georgia	1	1	0
GUM	Guatemala	1	1	0
ISL	Iceland	1	1	0
IVB	British Virgin Is.	1	1	0
JAM	Jamaica	1	1	0
KAZ	Kazakhstan	1	1	0
KEN	Kenya	1	1	0
KGZ	Kyrgyzstan	1	1	0
LAT	Latvia	1	1	0
LBA	Libya	1	1	0
LCA	St Lucia	1	1	0
LIB	Lebanon	1	1	0
LIE	Liechtenstein	1	1	0
LUX	Luxembourg	1	1	0
MDA	Moldova	1	1	0
MKD	FYRO Macedonia	1	1	0
MLT	Malta	1	1	0
MOZ	Mozambique	1	1	0
MRI	Mauritius	1	1	0
MYA	Myanmar	1	1	0
NGR	Nigeria	1	1	0
PAR	Paraguay	1	1	0
PNG	Papua New Guinea	1	1	0
PRK	DPR Korea	1	1	0
ROU	Romania	1	1	0
SEY	Seychelles	1	1	0
SMR	San Marino	1	1	0
SRI	Sri Lanka	1	1	0
TAN	Tanzania	1	1	0
TRI	Trinidad & Tobago	1	1	0
VIE	Vietnam	1	1	0

Executive Committee Minutes (Cont'd)

New Category 2 (36 MNAs) - £750

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
ALG	Algeria	1	2	1
ANG	Angola	1	2	1
BAH	Bahamas	2	2	0
BER	Bermuda	2	2	0
BLR	Belarus	1	2	1
BRN	Bahrain	1	2	1
BUL	Bulgaria	1	2	1
COL	Colombia	2	2	0
CRO	Croatia	1	2	1
CYP	Cyprus	1	2	1
CZE	Czech Rep.	1	2	1
DOM	Dominican Republic	1	2	1
EGY	Egypt	2	2	0
INA	Indonesia	2	2	0
IRI	Iran	1	2	1
ISV	US Virgin Is.	2	2	0
KSA	Saudi Arabia	1	2	1
KUW	Kuwait	1	2	1
LTU	Lithuania	1	2	1
MAR	Morocco	1	2	1
MAS	Malaysia	2	2	0
MON	Monaco	2	2	0
OMA	Oman	1	2	1
PAK	Pakistan	2	2	0
PER	Peru	2	2	0
PHI	Philippines	2	2	0
PUR	Puerto Rico	2	2	0
QAT	Qatar	1	2	1
SLO	Slovenia	1	2	1
SRB	Serbia	1	2	1
SVK	Slovak Republic	1	2	1
TPE	Taipei	3	2	-1
TUN	Tunisia	1	2	1
UAE	United Arab Emirates	1	2	1
UKR	Ukraine	1	2	1
VEN	Venezuela	2	2	0

Executive Committee Minutes (Cont'd)

New Category 3 (13 MNAs) - £1,800

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
BEL	Belgium	3	3	0
CHI	Chile	3	3	0
GRE	Greece	3	3	0
HKG	Hong Kong	3	3	0
HUN	Hungary	3	3	0
IND	India	2	3	1
ISR	Israel	3	3	0
MEX	Mexico	3	3	0
RSA	South Africa	3	3	0
RUS	Russia	2	3	1
THA	Thailand	2	3	1
TUR	Turkey	3	3	0
URU	Uruguay	3	3	0

New Category 4 (13 MNAs) - £6,000

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
ARG	Argentina	4	4	0
AUT	Austria	4	4	0
CHN	China	3	4	1
DEN	Denmark	4	4	0
FIN	Finland	4	4	0
IRL	Ireland	4	4	0
KOR	Korea	3	4	1
NOR	Norway	4	4	0
NZL	New Zealand	4	4	0
POL	Poland	3	4	1
POR	Portugal	4	4	0
SIN	Singapore	3	4	1
SUI	Switzerland	4	4	0

Executive Committee Minutes (Cont'd)

New Category 5 (10 MNAs) - £12,000

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
AUS	Australia	5	5	0
BRA	Brazil	4	5	1
CAN	Canada	5	5	0
ESP	Spain	5	5	0
FRA	France	5	5	0
GER	Germany	5	5	0
ITA	Italy	5	5	0
JPN	Japan	5	5	0
NED	Netherlands	4	5	1
SWE	Sweden	5	5	0

New Category 6 (2 MNAs) - £15,000

MNA	Name	Current ISAF Category	Proposed ISAF Category	Category Change
GBR	Great Britain	6	6	0
USA	USA	6	6	0

Procedure

11. No amendments to the ISAF Articles or Regulations are required.
12. MNAs may request a change to its category at any time. Any changes shall be agreed by Council.
13. If an MNA's category is changed in this proposal, it may request in November 2015 that Council re-instates the previous category. If Council so agrees, then any increase paid for 2015 shall be refunded.